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## MEMORANDUM

From: RDML James C. Van Sice  
Chairman, Leadership Advisory Council

Reply to: CG-133  
Attn of: CAPT T. D. Criman  
202-267-6724

To: G-C  
Via: (1) CG-1  
(2) G-CCS  
(3) G-CV

Subj: SPRING 2005 LEADERSHIP ADVISORY COUNCIL (LAC) REPORT

1. Your Leadership Advisory Council (LAC) met at Ballston, Virginia on 11-13 May 2005. The list of attendees is included (Enclosure 1). The Council satisfied their intended outcomes of "Staying the Course", and building on the work that we started last Fall with the assignment of subcommittees.

2. My desire is to use this Council's intellectual capital throughout the year coupled with some questions you asked at the last LAC drove the creation of three working subcommittees. Specifically, (1) **5 YEAR PLANNING SUBCOMMITTEE**; (2) **LEADERSHIP CONTENT/MEASURES SUBCOMMITTEE**; and (3) **LEADERSHIP DEVELOPMENT PROGRAM SUBCOMMITTEE**. The multi-year resource committee (1) will help determine where our long term leadership development gaps are, and how to best narrow these gaps. The measures and content team (2) will be exploring ways to capture return on investment, as well as looking at the appropriateness/relevance of the different leadership development curricula we offer. Finally, the development team (3) will be populating a model to show how all of the leadership development pieces fit together. This model will form the foundation of our re-write of COMDTINST 5351.1 - COAST GUARD LEADERSHIP DEVELOPMENT PROGRAM which was signed in 1997.

3. Given the resource constraints we face, I asked the Council to consider resource neutral alternatives to ones that require resource infusions to sustain. That said, all of the recommendations offered in this report involve no additional resources; that is, beyond those being currently requested on budget.

4. Enclosure (2) includes the slides presented at the LAC. Actionable items include:

a. Have CG-13 populate and update the multi-year resource model to identify resource gaps and proposed solutions (5 YEAR PLANNING CMTE).

b. Continued support of FY07 Leadership Resource Proposal to fully fund LAMS throughout among other leadership development opportunities (Executive Professional Development,

Command Master Chief course, Enlisted Professional Military Education, A school leadership module (16 hour)- (LEADERSHIP MEASURES/CONTENT CMTE).

c. Continue to use OAS results as indicators of gaps in leadership performance (LEADERSHIP DEVELOPMENT PROGRAM CMTE).

In addition to the Council's recommendations you asked about the following:

d. Where do we stand with the Individual Development Plan (IDP)? We intend to get on your calendar in July to give you an update with recommendations on changes to the existing mandatory requirement for E-6 and below.

e. How does boot camp fit into the Leadership Continuum? (LEADERSHIP DEVELOPMENT PROGRAM CMTE will take for action and outbrief at Fall 05 LAC).

f. Using ROI, determine where I should spend the next leadership development dollar (5 YEAR PLANNING CMTE will take for action and outbrief at Fall 05 LAC).

5. At the end of the day I understand the soft sciences (e.g., Leadership Development) are a more challenging sell with appropriators, but if we are not the employer of choice into the future our recruiting and retention efforts will suffer, and in turn, mission performance. Leadership development is a business imperative as you have noted and affirmed in action. Thank you for your continued support, and for taking the time to meet with the Council last week.

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Enclosure: (1) List of LAC attendees  
(2) Powerpoint slides from outbrief 13 May 2005